

K2 Intelligence:

Consolidated Recommendations for the Memphis Police Department

Revised May 15, 2017

1. Designate a new Chief Crime Strategist, reporting to Director Rallings, to implement and oversee the new gang initiative, as well as other crime strategies. The Chief Crime Strategist will set initiative implementation goals and be held responsible for their achievement. **This role will be filled by Police Technology Chief, Donald Crowe.**
2. The new Chief Crime Strategist should take the lead role in TRAC meetings in order to provide a greater focus on violent crime. Additional TRAC meetings should be scheduled at Headquarters to focus solely on monitoring the effectiveness of the new gang initiative as it progresses. **The new Chief Crime Strategist will be responsible for reporting violent crimes and gang trends and the TRAC meetings. Additional meetings will be scheduled as needed at headquarters.**
3. Increase the size of the Gang Unit to bring the MPD staffing from 21 to 72, equally divided between investigators and uniformed GRTs. The four new GRTs should be assigned permanently, instead of on ninety-day rotations. The expanded investigative component should also include a Major Case Team. A commensurate increase in supervisors and support staff for the Gang Unit will be required. **We are reviewing options to increase manpower to 50 officers as additional manpower becomes available.**
4. Focus on dismantling the most violent gangs through detailed analysis of gang intelligence and social media. Social media savvy Police Officers (and perhaps PSTs) should be selected for this function. **Multi-Agency Gang Unit is already targeting specific violent gangs on long term investigations. Multi-Agency Gang Unit and Real Time Crime Center are actively monitoring social media to develop gang intelligence. We are looking at**

using Police Service Technicians (PSTs) as analysts and hiring additional civilian staff as analysts.

5. TAG membership lists should be incorporated into detailed and dynamic maps of gang territory and gang- related criminal activity, with dedicated analysts using the most advanced technology. A designated officer at MGU is already moving in that direction. University of Memphis, Dr. Madden is working on a Project Safe Neighborhood (PSN) grant.
6. Work with State and Federal prosecutors to develop effective conspiracy cases against the most notorious gangs. With the expected increase in cases, the unit will require additional dedicated prosecutors. See Attachments A and B
7. Work with the Memphis Shelby Crime Commission and the private sector to provide support for the enlarged Gang Unit, including the acquisition of adequate space, equipment, and funds for confidential informants. We are currently in the process of reviewing potential properties for relocation of Multi-Agency Gang Unit, Project Safe Neighborhoods and Violent Crime Unit.
8. Provide necessary training for new Gang Unit members prior to their assignment to assure the safety and appropriateness of their tactics and operations, as well as social media training for all personnel. We are currently training Multi-Agency Gang Unit officers prior to assignment.
9. Ensure that Precinct and MGU personnel provide continuous enforcement coverage at gang locations and in Gang Injunction Zones. The Court ordered use of GPS bracelets for gang members, as currently employed with high-risk domestic violence and sex crime offenders, should be explored. We would be willing to develop the GPS strategy pending financial support possibly from the Crime Commission and judicial approval. We are currently plotting the movement of gang members operating at different locations from the injunction zones. Estimated cost to monitor 500 gang members is \$600,000 annually.

10. Develop new accountability metrics for monitoring violent/gang crime at TRAC meetings. More complete data is needed for non-fatal shootings in general and for gang violence in particular. We will incorporate an Aggravated Assault slide in the presentation with the assistance from RTCC. Gang violence is currently being addressed by MGU at TRAC meetings.
11. Through enhanced management oversight at weekly TRAC meetings, gang crime suppression and prevention activities should be closely coordinated among the nine Patrol Precincts and with Investigative Services and Special Operations. Particular focus should be placed on the Gang Injunction Zones. This is already in place with MGU and OCU. We will enhance the focus on the injunction zones. We will give MGU and OCU more time at designated TRAC meetings.
12. Enhance gang violence prevention through the planned Group Violence Intervention Initiative and the re-invigoration of the GREAT program, a school-based program on gang-related issues. Focused deterrence in the “CeaseFire” model must be carefully tailored to the specific conditions of Memphis, which include a diffuse dispersal of gang activity across a wide geographical area. The GREAT Program is being taught at 7 middle schools with over 1,088 youth graduating from the program yearly. The CEASEFIRE program is currently being operated through Juvenile Court.
13. Leverage community support through gang awareness forums for parents and the establishment of clergy and community coalitions against gang violence. The leaders of these coalitions should be trained in law enforcement methods and limitations, consulted regularly, and briefed on local conditions in real time. Collaboration through the Memphis Police Department Clergy Academy graduates and the COPS Unit; community meetings are being held to address these issues.

14. For staffing the GRTs, preference should be given to officers who have demonstrated ability in previous rotations on the teams. **Team members are selected based on past observations, abilities and performance. These members are permanently staffed and no longer rotate on a 90 day basis.**
15. The nine precinct task forces currently address local crime (and gang) conditions. These task forces might provide a suitable pool of candidates to draw upon for expansion of the Gang Unit GRTs. **We agree precinct task forces are hand selected for high performance and demonstrate an ability to work under diverse conditions.**
16. In order to assign additional investigators to the Gang Unit, the restructuring of other department units should be considered. For example, there are 36 MPD officers with the Special Traffic Investigative Services, as many as in Homicide and Gang combined. The Tennessee Highway Patrol can be requested to assist in their core responsibilities of DWI enforcement and the investigation of traffic fatalities. **There are currently 23 Sergeants in STIS. We are reviewing other areas of Special Ops for possible consideration to bring MGU staffing up.**
17. Gang intelligence information can be obtained through intensive social media monitoring and analysis, as well as through the consistent and thorough debriefing of gang members whenever they are in contact with police personnel. **Monitoring of social media is currently being conducted by Office of Homeland Security, RTCC and Multi-Agency Gang Unit. Debriefing of gang member is currently conducted by the Multi-Agency Gang Unit.**
18. Gang information should be organized into individual gang or “set” books, complete with organization charts, photos, nicknames and aliases, criminal histories, criminal activities and rivalries. **Multi-Agency Gang Unit is currently utilizing this system.**

- 19.MPD legal counsel should be available to the Gang Unit to guide case development and serve as liaison to the District Attorney. District Attorney Generals Paul Hagerman and Alanda Dwyer are currently assigned to MGU violent crimes Task Force. MPD legal advisor Zayid Saleem is also available.
- 20.Identify and procure new office space for the Multi-Agency Gang Unit (MGU) so there is sufficient room for the additional personnel, as well as for a dedicated wire room. A potential new location has been identified and we are currently working on procurement.
- 21.Create an operating budget for the MGU with tax-levy funds, so the unit can engage in a full range of investigative activities without having to depend on sporadic funding from asset seizures and grants. The Multi-Agency Gang Unit does have an operating budget from the general fund. We are reviewing additional funding sources to expand their current budget so MGU can engage in a full range of investigative activities.
- 22.MPD needs to analyze each shooting and homicide more fully in order to get a better understanding of the motives and other relevant factors, and of the possible linkage between incidents. We are currently concentrating on in depth analysis of violent crimes to discover links between violent crimes in an attempt to identify causation factors linking crimes.
23. The results of ongoing homicide/shooting analysis should drive patrol deployments and specialty unit operations, including hot-spot policing deployments focused on mapped areas of concentrated violence. Crime analysts at RTCC are disseminating this information to the stations and specialty units daily. This will include heat maps and daily diagnostic reports.
- 24.Consideration should be given to the reestablishment of the Violent Felony Bureau for the centralization, coordination and oversight of the investigations of violent crimes. The Violent Crimes Unit has been established to handle investigations of violent crimes.

25. Conform to FBI/UCR rules re case status, i.e. “cleared” rather than “solved”
We will continue to comply with TIBRS rules. The only bureau that differentiated between solved and cleared was Homicide. Homicide conforms to TIBRS requirements. Oversight of TIBRS rules are audited by Comstat daily.
26. Murder and non-negligent manslaughter should be broken out from “Homicide” in accordance with FBI/UCR rules and become the standard indicator for the public and within the Department. This change will be implemented January 1, 2018.
27. Shooting data (incidents and victims) should be broken out from Aggravated Assault, and analyzed separately by the Real Time Crime Center and reported publicly. We disagree with the release of shooting data at this time. This information can be broken out for internal use only.
28. Shooting incidents in every precinct must be addressed in every TRAC meeting by precinct commanders. We are adding an aggravated assault slide to the TRAC presentation. See Recommendation 10.
29. Reports of “shots fired” should be mapped in conjunction with non-fatal shootings and homicides, based on 911 calls and other information. RTCC and Dr. Janikowski are working on this shot/shot at data.
30. All firearms evidence, from recovered weapons to shell casings, must be secured regardless of the actual consequences of the assault, and analyzed for DNA and ballistics evidence. Uniform Patrol is collecting all shell casings. They are examined and entered into the NIBIN system by the NIBIN Investigation Unit. All recovered weapons are examined for DNA evidence.
31. Consideration should be given to reestablishing the city-wide Felony Assault Team in order to centralize and prioritize shooting investigations. We are currently unable to add an additional specialized unit. This is not possible because of manpower limits. However, the Violent Crime Unit is currently assisting stations with these investigations.

32. The domestic violence reduction strategy should include the assignment of designated, trained domestic violence officers and detectives in each precinct. We agree with this concept, but due to manpower limitations it is not feasible. The MPD currently has a centralized unit with trained domestic violence investigators that work within the Family Safety Center.
33. There should be mandatory follow up home visits in domestic violence cases. Agreed, good concept but, manpower and caseload will prevent implementation of this suggestion.
34. Home visits should prioritize the client population who continue to make police reports, but decline prosecution. Given the scarcity of police resources, trained volunteers and members of community-based organizations might be enlisted in this outreach. We disagree for safety concerns as this would require the release of confidential information to non- police personnel. The Family Safety Center is exploring this option through the use of check box authorization to release information for subsequent contact.
35. Efforts to engage at-risk populations, such as recent immigrants and the gay and lesbian community should be expanded. We agree, and we are already meeting with community advocates and have two liaisons to the LGBT community.
36. Community and clergy-based liaisons should receive training in legal procedure regarding domestic violence as well as the availability of social services. We are currently doing this and on May 5, 2017 the department is holding a DV symposium with area pastors at a local church. The clergy academy recently graduated 59 new members, bringing our total to over 300 clergy academy graduates.

- 37.No program of focused deterrence for high-risk DV offenders should be attempted before the planned focused deterrence effort to address gang violence is undertaken. The consequences of failure are too high for the MPD to attempt such a program without prior operational experience. We agree and are currently analyzing entries in the TAG program to compare it against participants in the domestic violence GPS program.
- 38.MPD should develop violence intervention tactics in conjunction with clergy and community leaders in the affected areas. Agreed. We have a Family Safety Center to address needs in the community and a scheduled domestic violence symposium to train clergy members in domestic violence intervention.
- 39.MPD should foster coordination with social service, education, housing and health-care agencies to enhance the effectiveness of violence reduction efforts. We are currently working with groups including member of the clergy, The Family Safety Center and Agape Child and Family Services to address this issue.
- 40.Prevention and diversion efforts should be emphasized for younger gang members who have not yet become fully involved in criminal activity. Prevention and diversion efforts are currently being conducted with 901 BLOC SQUAD and GAP (Gang Alternative and Prevention program).
- 41.Precinct commanders' problem solving efforts should be focused on violent crime reduction and ways in which community involvement can support those efforts. A key component should be to establish a formal meeting schedule for joint police–community problem solving sessions (e.g., Precinct Community Council, community boards, etc.). We are currently fulfilling this recommendation with neighborhood watch meetings, PJA (police joint agencies meetings) monthly apartment managers meetings, BIG (business interest groups) meetings, and business watch meetings. This is also a major focus of Operation Safe Community III

42. Explore ways to leverage 311 call data to identify repeat problem locations and correlate that with 911 call data. This can produce police responses that are more efficient and more attuned to community concerns. 911 MORE is currently being developed to address this issue.
43. Current crime statistics should be posted weekly on the Department's website in order to keep the public fully informed. The RTCC's Cyberwatch program is an interactive program where citizens can check crime data and the Public Information Officer will start posting statics on the MPD website.
44. Increase and formalize financial support for the Gang Alternative and Prevention program (GAP); this could be an appropriate use of private sector funding. Funding sources are currently being sought.
45. TRAC meetings should be conducted at Police HQ, rather than in the Precincts. We disagree with this recommendation because the current headquarters does not have adequate space.
46. TRAC meetings should be chaired by a Chief Crime Strategist who is supported by an analytic team. We agree that the Chief Crime Strategist should have a larger role in TRAC and will be supported by the RTCC analytic team.
47. TRAC meetings should dedicate sufficient time (30+ min. each) to examine crime conditions thoroughly in a few Precincts (not 5-10 min. each for all Precincts). Agreed, we are currently developing a plan to do this.
48. The current standardized TRAC presentation format is missing important information (e.g. data on shootings) and should be revised. We agree we are adding an aggravated assault slide.

49. There is currently a risk of spending too much time in each Precinct's TRAC presentation on "success stories" **We disagree, we always want to acknowledge success stories. It increases morale and highlights best practice strategies, however we are open to review and revised our tactics.**
50. Most of the TRAC meeting should be dedicated to questions from the Chair about Precinct crime conditions and strategies, with in-depth analysis of illustrative cases (selected by the Chair). **The TRAC meeting format is currently under review for modifications.**
51. Special focus TRAC meetings, e.g. gang, domestic violence, narcotics, should be scheduled periodically. **The TRAC meeting format is currently under review.**
52. Rather than simply working to restore staffing to the 2,400 level, MPD should conduct a zero-based staffing analysis to determine the appropriate staffing level for each unit within the department and for the department as a whole. **Agreed. We have had several studies done by Police Executive Research Forum (PERF), The PFM Group, and Strategic City Solutions but, due to the current staffing levels we are unable to reach the levels suggested. We are currently at a staffing level of 1,947 commissioned officers, which is below our 2006 staffing level of 1,980 commissioned police officers. This can best be accomplished when staffing levels are stabilized and at full complement of 2,300 commissioned officers.**
53. MPD and the city's Chief Human Resources Officer should continue to work together to improve recruitment efforts to reach a more diverse set of police officer candidates. **This is in progress. We have put together a recruitment strategy that includes a professional marketing firm handling marketing and programs including Blue Path, JoinMPD, lateral transfers, and Fast Track.**

- 54.MPD should routinely conduct formalized exit interviews with MPD personnel who voluntarily separate from the department, in order to learn what factors are driving the large number of separations. **This is currently being done by our Human Resources division.**
- 55.MPD should examine the current rank structure and promotion process, as well as transfer procedures, to see how they are perceived by members of the department and how that may affect the retention rate. **We agree and a study will be conducted.**
- 56.The rank of Sergeant should be reserved primarily for first-line supervision. Investigators should be Police Officers who are awarded the discretionary rank of Detective. There should be promotion opportunities within the investigative track through a Grade system (e.g. Detective 3rd Grade, 2nd Grade and 1st Grade). **We are currently reviewing the rank structure in the police department.**
- 57.The staffing of the Homicide Bureau should be monitored carefully so that vacancies are filled promptly and caseloads kept to reasonable levels. **The Homicide Bureau is fully staffed with 1 major, 2 lieutenants, and 20 investigators. Staffing levels are being monitored and we have implemented a policy of no ghost bids in the Homicide Bureau.**
- 58.Revise the MPD Training Academy policy so that a third failed exam does not necessarily result in termination. **We are reviewing this recommendation.** Consider implementation of a hold-over policy for recruits who are unable to graduate on time due to academic or medical issues. **We agree with this recommendation on a case by case basis. With the reimplementation of the Police Service Technician (PST) program this is now an option.**

59. Examine the law and firearms curricula and the testing/qualification standards to ensure that they are appropriately job-related. If appropriate, consider revising the curricula and standards in order to increase the Police Academy graduation rate. **We are constantly reviewing law and firearms curriculum.**
60. In order to avoid unnecessary attrition from the Police Academy, consider expanding the list of authorized service weapons to include smaller frame semi-automatic pistols that can be more easily handled by people with smaller hands. **The Firearms Training Unit is constantly reviewing training and equipment.**